Leadership & Management

Discussion for Lesson 14: Assertiveness and Feedback

Lesson 14
Reading Objectives

1. The student will comprehend the following terms:
   a. Assertiveness
   b. Aggression
   c. Acquiescence
2. The student will know qualities associated with assertiveness.

Lesson 14
Reading Objectives

3. The student will comprehend the relationship among assertiveness, acquiescence, and aggressiveness and the impact of being assertive/aggressive/ acquiescent as a leader.
4. The student will know the term “Abilene Paradox.”

Lesson 14
Reading Objectives

5. The student will comprehend some key characteristics of effective feedback, the process involved in providing constructive feedback, and six tips for delivering effective feedback.

Lesson 14
Discussion Objectives

1. The student will comprehend the following terms:
   a. Assertiveness
   b. Aggression
   c. Acquiescence
2. The student will know qualities associated with assertiveness.

Lesson 14
Discussion Objectives

3. The student will comprehend the relationship among assertiveness, acquiescence, and aggressiveness and the impact of being assertive/ aggressive/acquiescent as a leader.
4. The student will know the term “Abilene Paradox.”

Definition of Terms

- Assertiveness:
  - Standing up for your rights while concurrently recognizing the right for others to do the same
- Aggression:
  - Achieving personal goals with a disregard or at the expense of others' goals
- Acquiescence:
  - Avoiding conflict by giving up one's own goals or by expressing needs in an apologetic manner

Qualities of Assertiveness

- Directness
- Willingness to listen to others
- Engaging in rather than avoiding situational conflict to resolve misunderstandings
- Openness
- The use of “I” statements
- Ability to say no
- Persistence

Relationship among Assertiveness, Acquiescence and Aggressiveness

- Assertiveness provides balance between exclusively pursuing personal goals (aggression) and completely deferring to others (acquiescence)
  - Assertiveness builds trust and mutual respect
  - Aggression builds antagonism and destroys team building efforts
  - Acquiescence undermines respect for the leader and trust suffers

“Abilene Paradox”

- Group mind set that occurs when someone suggests activity no one really wants to do
- Based on false assumption that silence denotes consent
  - Members verbally support and take part believing everyone else wants to do it

Exercise

- Role Playing with the 3 A’s

Next Class

- Case Study: *USS Vincennes or USS Saratoga*
- Read: Leadership & Management Chapter 15
- Written Assignment 3 is due at the start of class on the day of Lesson 21

Summary

- A leader is an assertive advocate for his people, for safety and for ethical conduct and for what he believes in
- Aggression or acquiescence both serve to undermine respect, trust and team building
- “Abilene Paradox” occurs when members of a group go along with an activity simply because they assume everyone else wants to